

# INTERIM REPORT

## WASTE & MATERIALS MANAGEMENT PROGRAM REDESIGN

### Program Structure and Organization Workgroup

May 3, 2005

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**Program Structure and Organization Workgroup  
Waste & Materials Management Program Redesign Implementation: Interim Report  
May 3, 2005**

Significant structural changes are recommended to support the management systems of the future. The draft recommended organization structure for the Bureau is detailed in the attached documents. These recommendations are the product of sub-group work directed by the “Implementation Activity Worksheet: Program Structure” (attached). The content in this document is limited to Bureau structure; structure and associated duties for the regions will be part of upcoming work of this group.

In the Bureau, the number of sections will be reduced from four to three. The three sections and their staff will now be organized along programmatic lines versus the previous functional alignment. The reduction in the number of sections results from past and future workforce reduction considerations. The following is an overview of this workgroup’s recommendations regarding FTE allocation and general working titles envisioned for the Bureau. Spreadsheets detailing duties and skills for positions in each section are attached. The overview below and the detailed spreadsheets each represent what the Program Structure Work Group considers to be an ideal or conceptual composition for the Bureau. We recognize that our current complement of staff and their attendant skills do not directly align with the conceptual Bureau makeup in all cases. In addition, it is not our intent to change the distribution of position classifications within the Bureau.

Therefore, in the near term the program will address the duties of the positions as best we can with the resources in our current staff complement. As follow-up, it will be important to bring additional skills to the program through new hires as positions become vacant through retirements, transfers and the like. In the near term, staff will be realigned into the three sections. Their position classifications will most likely remain the same but their position descriptions will undergo a range of modifications. Some staff will see only subtle changes while others may experience more significant modifications to reflect future program priorities as well as some of the new initiatives specified in the Redesign Report. The immediate changes, realignment of staff and the related position description modifications, will put the program in position to start a deliberate transition towards the ideal state outlined below and in the detailed spreadsheets. The Program Structure Work Group will make recommendations for additional future changes in Bureau staffing so that we can continue to move in the direction of full implementation of the redesigned Waste and Materials Management program as soon as possible.

**Business Support & IT Section**

1.0 FTE	Section Chief
1.0 FTE	Database Manager I
1.0 FTE	Database Manager II
1.0 FTE	Program Assistant
1.0 FTE	Office Manager
.50 FTE	Data Technician
.75 FTE	Web Master
.75 FTE	Owner Financial Responsibility Manager
1.0 FTE	IT Team Leader
.75 FTE	Outreach and Communication Specialist

.75 FTE	Budget and Planning Analyst
<b>9.5 FTE</b>	<b>Total</b>

Note: Not included in this FTE total is a federally funded data technician position from EPA at the 0.60 FTE level.

### **Recycling & Solid Waste Management Section**

1.0 FTE	Section Chief
1.0 FTE	Recycling Program Coordinator
1.0 FTE	Solid Waste Program Coordinator
1.0 FTE	Recycling – Technical Staff
1.0 FTE	Hydrogeologist – Technical Staff
1.0 FTE	Engineer – Technical Staff
1.0 FTE	Non-landfill – Technical Staff
<b>7.0 FTE</b>	<b>Total</b>

### **Hazardous Waste Prevention & Management Section**

1.0 FTE	Section Chief
1.0 FTE	Hazardous Waste Program Coordinator/Expert
1.0 FTE	Hazardous Waste – Technical Staff I
0.5 FTE	Hazardous Waste – Technical Staff II
1.0 FTE	Mining Program Coordinator
1.0 FTE	Mining Technical Staff
0.5 FTE	Special Waste Program Coordinator or Technical Staff
<b>6.0 FTE</b>	<b>Total</b>

As was specified in the Program Redesign Final Report, programmatic standing teams will not exist in their current state. The value standing teams bring to program functions is widely recognized and will be preserved in the restructured program. Program policy and implementation duties will continue to be shared between the regions and central office.

Similarly, while the Program Structure sub-group has not yet addressed in detail other program structure needs, continued work will be consistent with the following commitments.

- Regions will no longer have Sub-team Leaders.
- Relocation of staff will be minimized or nonexistent.
- Some staff will occasionally work across regional lines, when appropriate.
- Hazardous waste relicensing statewide will be done by no more than two individuals.
- Solid waste plan review of licensed facilities will be done by a core review team.
- Other important hydro and engineering work will be done by a core technical team.
- Waste management specialists will continue to play a critical role in program development and implementation, consistent with existing duties, although not including active landfill inspection work. With few exceptions, staff will be responsible for no more than two program areas (i.e. solid waste, hazardous waste, recycling, mining).
- Program assistants will continue to play a critical role in program development and implementation, consistent with existing duties.
- Building a program culture of achieving superior environmental performance through beyond compliance tools such as Green Tier is a priority.

### **Next Steps**

- Evaluate to what extent existing position descriptions reflect the position duties and skill sets envisioned for the new organization. Members of this workgroup will work with current section chiefs.
- Meet with Human Resources and Air Management representative to discuss work done to date and to develop a path forward.
- Create position descriptions for new section chief positions. This is an important step toward redeployment of other existing bureau resources.
- Modify existing position descriptions to begin to reflect future program priorities, or create new position descriptions, as necessary.
- Define regional duties and structure.
- Define organizational relationship between bureau and regions.
- Modify regional position descriptions, as necessary.
- Conceptualize the roles and responsibilities of teams.
- Develop redeployment plan including elements to address short, mid and long-term needs and goals.

### **Timeline**

See attached.

**WA PROGRAM REDESIGN - ORGANIZATIONAL STRUCTURE IMPLEMENTATION WORKGROUP  
HAZARDOUS WASTE PREVENTION AND MANAGEMENT SECTION STRUCTURE – 6.0 FTE - (4/29/05 Draft)**

% Time	Working Title	Duties from Redesign Report “Scope of Services”	“Skills”
100	Chief	<p>A. Provide oversight and direction for development of all policy, rules, and guidance pertaining to hazardous waste, special waste and mining</p> <p>D. Support and provide direction to staff for providing technical assistance and direction to program staff and stakeholders implementing the hazardous waste, special waste and mining programs</p> <p>E. Work to develop a culture that embraces “beyond compliance” innovative initiatives, technologies and strategies to move toward the goal of zero waste</p> <p><i>J. Provide mentoring opportunities for staff</i></p> <p><i>L. Set and coordinate overall direction of the hazardous waste, special waste and mining programs</i></p> <p><i>M. Oversee and evaluate the section’s portion of the program’s outcome performance measures</i></p> <p><i>N. Coordinate consistency issues for the hazardous waste, special waste and mining programs</i></p> <p><i>O. Coordinate cross program activities</i></p> <p>P. Develop and implement work plans</p> <p>R. Coordinate program activities with EPA</p>	<ol style="list-style-type: none"> <li>1. Broad working knowledge of hazardous waste, special waste and mining programs</li> <li>2. Planning and Policy Development</li> <li>3. Rule writing</li> <li>4. Good communication skills and collaboration skills</li> <li>5. Outreach Expertise</li> <li>6. Plan review and licensing</li> <li>7. Broad knowledge of social and economic issues</li> <li>8. Strategic thinking</li> <li>9. Advocacy</li> <li>10. Knowledge of enforcement procedures and practices</li> <li>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</li> <li>12. Problem-solving, coaching and mentoring</li> </ol>
100	HW Program Coordinator	<p>A. Coordinate and participate in development of all policy, rules, and guidance pertaining to hazardous waste</p> <p>C. Coordinate hazardous waste facility plan review and licensing</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing the hazardous waste program</p> <p>E. Work with stakeholders to promote “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste</p> <p>G. Assist managers with developing training plans for staff</p> <p>H. Arrange for core staff training</p> <p><i>K. Work with regional staff to ensure effective implementation of the hazardous waste program</i></p> <p><i>L. Set and coordinate overall direction of the hazardous waste program</i></p>	<ol style="list-style-type: none"> <li>1. Technical expertise in hazardous waste and special waste</li> <li>2. Planning and Policy Development</li> <li>3. Rule writing</li> <li>4. Good communication skills and collaboration skills</li> <li>5. Outreach Expertise</li> <li>6. Plan Review <i>and licensing knowledge</i></li> <li>7. Broad knowledge of social and economic issue</li> <li>8. Strategic thinking</li> <li>9. Advocacy</li> <li>10. Knowledge of enforcement procedures and practices</li> </ol>

		<p><i>N. Coordinate consistency issues for the hazardous waste program</i></p> <p>P. Develop and implement work plan</p> <p><i>Q. Oversee day-to-day operations of the hazardous waste program</i></p> <p>R. Oversee coordination of program activities with EPA</p> <p><i>S. Coordinate program performance tracking and reporting</i></p>	11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies
100	HW Technical Staff I	<p>A. Develop policy, rules, and guidance pertaining to hazardous waste and special waste(e.g., complex rule interpretations, enforcement discretion memos)</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing the hazardous waste program(e.g., special projects such as delisting projects)</p> <p>E. Work with stakeholders to promote “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste</p> <p>G. Assist managers with developing training plans for staff</p> <p>H. Arrange for core staff training</p> <p><i>K. Work with regional staff to ensure effective implementation of the hazardous waste and special waste programs</i></p>	<p>1. Technical expertise in hazardous waste and special waste</p> <p>2. Planning and Policy Development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach Expertise</p> <p>6. Broad knowledge of social and economic issue</p> <p>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</p>
50	HW Technical Staff II	<p>A. Develop policy, rules, and guidance pertaining to hazardous waste and special waste (e.g., rule writing, authorization and streamlining)</p> <p>B. Develop and implement public outreach activities to support hazardous waste, policies and initiatives (e.g., updating publications to reflect rule changes)</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing the hazardous waste program (e.g., special projects such as delisting projects)</p> <p>E. Work with stakeholders to promote “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste</p>	<p>1. Technical expertise in hazardous waste and special waste</p> <p>2. Planning and Policy Development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach Expertise</p> <p>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</p>
100 (reduce to 75 % in two years)	Mining Program Coordinator	<p>A. Coordinate and participate in development of all policy, rules, and guidance pertaining to metallic and nonmetallic mining</p> <p>B. Develop and implement public outreach activities to mining policies and initiatives</p> <p>C. Coordinate metallic mining project review and permitting</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing mining programs</p>	<p>1. Technical expertise in metallic and nonmetallic mining</p> <p>2. Planning and Policy Development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach Expertise</p>

		<p>E. Work with stakeholders to establish “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste including application of innovative regulatory approaches such as an “Environmental Results Program”, as appropriate</p> <p>F. Coordinate regulatory oversight of metallic mining activities</p> <p><i>I. Compliance Assistance – Inspections, Monitoring</i></p> <p><i>K. Work with regional staff to ensure effective implementation of the mining program</i></p> <p><i>L. Set and coordinate overall direction of the mining program</i></p> <p><i>N. Coordinate consistency issues for the mining program</i></p> <p>P. Develop and implement work plan</p> <p><i>Q. Oversee day-to-day operations of the mining program</i></p> <p><i>S. Coordinate program performance tracking and reporting</i></p>	<p>6. Plan Review</p> <p>7. Broad knowledge of social and economic issues</p> <p>8. Strategic thinking</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</p>
100	Mining Technical Staff	<p>A. Develop policy, rules, and guidance pertaining to nonmetallic mining</p> <p>B. Develop and implement public outreach activities to nonmetallic mining policies and initiatives</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing mining programs</p> <p>H. Arrange for core staff training (nonmetallic mining)</p> <p><i>I. Compliance Assistance – Inspections, Monitoring (metallic and nonmetallic, e.g. centralized audit function)</i></p> <p><i>K. Work with regional staff to ensure effective implementation of the nonmetallic mining program</i></p> <p><i>N. Coordinate consistency issues for the nonmetallic mining program</i></p> <p><i>Q. Oversee day-to-day operations of the nonmetallic mining program</i></p>	<p>1. Technical expertise in metallic and nonmetallic mining</p> <p>2. Planning and Policy Development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach Expertise</p> <p>6. Plan Review</p> <p>9. Advocacy</p> <p>11. Knowledge of enforcement procedures and practices</p> <p>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</p>
50	Special Waste Prog. Coord. Or Tech. Staff	<p>A. Develop policy, rules, and guidance pertaining to special</p> <p>B. Develop and implement public outreach activities to support special waste, policies and initiative</p> <p>D. Provide technical assistance and direction to program staff and stakeholders implementing the special waste</p> <p>E. Work with stakeholders to promote “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste</p> <p><i>K. Work with regional staff to ensure effective implementation of the special</i></p>	<p>1. Technical expertise in hazardous waste and special waste</p> <p>2. Planning and Policy Development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach Expertise</p> <p>6. Broad knowledge of social and economic issue</p>

		<p><i>waste program</i></p> <p>N. Coordinate consistency issues for the special waste program</p>	<p>11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies</p>
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**Scope of Services, from Appendix H, Final Redesign Report:**

- A. Develop all policy, rules, and guidance pertaining to hazardous waste, special waste and mining
- B. Develop and implement public outreach activities to support hazardous waste, special waste and mining policies and initiatives
- C. Coordinate hazardous waste facility plan review and licensing
- D. Provide technical assistance and direction to program staff and stakeholders implementing the hazardous waste, special waste and mining programs
- E. Work with stakeholders to establish “beyond compliance” and hazardous waste prevention through innovative initiatives, technologies and strategies to move toward the goal of zero waste including application of innovative regulatory approaches such as an “Environmental Results Program”, as appropriate
- F. Coordinate regulatory oversight of metallic mining activities
- G. Assist managers with developing training plans for staff
- H. Arrange for core staff training

**Additional Scope of Services recommended for the Bureau that are not included in Appendix H:**

- I. Compliance Assistance – Inspections, Monitoring*
- J. Provide mentoring opportunities for staff*
- K. Work with regional staff to ensure effective implementation of the hazardous waste, special waste and mining programs*
- L. Set and coordinate overall direction of the hazardous waste, special waste and mining programs*
- M. Oversee and evaluate the section’s portion of the program’s outcome performance measures*
- N. Coordinate consistency issues for the hazardous waste, special waste and mining programs*
- O. Coordinate cross program activities*



- P. Develop and implement work plan*
- Q. Oversee day-to-day operations of the hazardous waste, special waste or mining programs*
- R. Coordinate program activities with EPA*
- S. Coordinate program performance tracking and reporting*

**Skills, from Appendix H, Final Redesign Report:**

1. Technical expertise in hazardous waste, special waste and mining
2. Planning and Policy Development
3. Rule writing
4. Good communication skills and collaboration skills
5. Outreach Expertise
6. Plan Review Experts
7. Broad knowledge of social and economic issues
8. Strategic thinking
9. Advocacy
10. Knowledge of enforcement procedures and practices

**Additional Skills recommended for Hazardous Waste Prevention and Management Section that are not included in Appendix H:**

11. Working knowledge of “beyond compliance” innovative initiatives, technologies and strategies
12. Problem-solving, coaching and mentoring

**WA PROGRAM REDESIGN - ORGANIZATIONAL STRUCTURE IMPLEMENTATION WORKGROUP  
RECYCLING & SOLID WASTE MANAGEMENT SECTION STRUCTURE – DRAFT 4/15/05 (7 FTE)**

<b>% TIME</b>	<b>Working Title</b>	<b>DUTIES FROM SCOPE OF SERVICES</b>	<b>SKILLS</b>
100%	Chief	<p>A. Provide oversight developing <i>and maintaining</i> all policy, rules and guidance pertaining to solid waste and recycling</p> <p>E. Direct “beyond compliance” innovative initiatives, technologies and strategies to more toward the goal of zero waste, <i>eg Green Tier</i></p> <p>H. <i>Develop and implement work plan for program and set performance measures and EMS goals</i></p> <p>I. <i>Set and coordinate overall direction of solid waste and recycling –outreach activities, TAC meetings, Governor’s task force on waste capacity, drafting NRB report working with stakeholders such as EPA, ASTSWMO, other states</i></p> <p>M. <i>Evaluate trends and analyze data</i></p> <p>P. <i>Stabilize funding and apply for grants</i></p> <p>U. <i>Coordinate cross program activities</i></p> <p>V. <i>Develop program culture that embraces innovative initiatives, technologies and strategies</i></p>	<p>1. Technical expertise in solid waste and sound understanding of beneficial reuse, recycling and “problem” materials</p> <p>2. Planning and policy development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p> <p>6. <i>Strong knowledge of</i> plan review</p> <p>7. Broad knowledge of social and economic issues</p> <p>8. Strategic thinking</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>11. Strong working knowledge and background in engineering or hydrogeology or other related scientific field.</p> <p>14. Working knowledge of innovative initiatives, technologies and strategies</p> <p>Positive problem-solving, coaching and mentoring skills</p>
100%	Recycling Program Coordinator	<p>A. Coordinate and participate in development and implementation of all policy, rules and guidance pertaining to recycling</p> <p>C. <i>Coordinate and assure consistent, timely and technically sound recycling requirements</i></p> <p>E. Promote “beyond compliance” innovative initiatives, technologies and strategies to more toward the goal of zero waste, <i>eg Green Tier, special events, business recycling.</i></p> <p>G Arrange for core staff training</p> <p>H. <i>Develop and implement work plan for recycling program and</i></p>	<p>1. Technical expertise in recycling and sound understanding of solid waste, beneficial reuse, and “problem” materials</p> <p>2. Planning and policy development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p> <p>6. Plan review expertise</p> <p>7. Broad knowledge of social and</p>

		<p><i>set performance measures and EMS goals</i></p> <p><i>I. Set and coordinate overall direction of recycling program</i></p> <p><i>J. Perform day to day management of recycling program</i></p> <p><i>L. Coordinate tracking and reporting for recycling program</i></p> <p><i>M. Evaluate trends and analyze data</i></p> <p><i>O. Address special waste needs as related to recycling; serve as link to Spw team</i></p> <p><i>P. Stabilize funding and apply for grants</i></p> <p><i>Q. Review secondary enforcement cases (NOVs and referrals) developed by regions</i></p> <p><i>U. Coordinate cross program activities</i></p>	<p>economic issues</p> <p>8. Strategic thinking</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>14. Working knowledge of innovative initiatives, technologies and strategies</p>
100%	Solid Waste Program Coordinator	<p>A. Coordinate and participate in development and implementation of all policy, rules and guidance pertaining to solid waste</p> <p>C. Coordinate <i>and assure consistent, timely and technically sound</i> solid waste facility plan review and licensing <i>and non-landfill submittals</i></p> <p>E. Promote “beyond compliance” innovative initiatives, technologies and strategies to more toward the goal of zero waste, <i>eg Green Tier</i></p> <p>G Arrange for core staff training</p> <p><i>H. Develop and implement work plan for solid waste program and set performance measures and EMS goals</i></p> <p><i>I. Set and coordinate overall direction of solid waste program</i></p> <p><i>J. Perform day to day management of solid waste program</i></p> <p><i>L. Coordinate tracking and reporting for solid waste program</i></p> <p><i>M. Evaluate trends and analyze data</i></p> <p><i>P. Stabilize funding and apply for grants</i></p> <p><i>Q. Review secondary enforcement cases (NOVs and referrals) developed by regions</i></p> <p><i>R. Assure environmental problems are identified and responded to – develop screening reports identifying possible problem sites</i></p> <p><i>U. Coordinate cross program activities</i></p>	<p>1. Technical expertise in solid waste and sound understanding of beneficial reuse, recycling and “problem” materials</p> <p>2. Planning and policy development</p> <p>3. Rule writing</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p> <p>6. Plan review expertise</p> <p>7. Broad knowledge of social and economic issues</p> <p>8. Strategic thinking</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>12. Hydrogeologic or Engineering Expertise</p> <p>14. Working knowledge of innovative initiatives, technologies and strategies</p>
100%	Recycling Technical	<p>A. Develop <i>and maintain</i> policy, rules and guidance pertaining to recycling</p> <p>B. Develop and implement public outreach activities to support recycling policies and initiatives</p> <p>C. Coordinate <i>and assure consistent, timely and technically sound recycling requirements</i></p> <p>E. Work with stakeholders to establish “beyond compliance”</p>	<p>1. Technical expertise in recycling and sound understanding of solid waste, beneficial reuse and “problem” materials</p> <p>2. Planning and policy development</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p>

		<p>innovative initiatives, technologies and strategies to more toward the goal of zero waste, <i>eg Green Tier</i></p> <p>F. Assist managers with developing training plans for staff</p> <p><i>J. Perform day to day management of program</i></p> <p><i>N Address beneficial reuse program requirements not in NR 538</i></p> <p><i>S. Update/maintain markets development directory – respond to questions relating to market information</i></p> <p><i>U. Coordinate cross program activities</i></p>	<p>6. Plan review expertise</p> <p>7. Broad knowledge of social and economic issues</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>14. Working knowledge of innovative initiatives, technologies and strategies</p>
100%	Hydro Technical	<p>A. Develop <i>and maintain</i> policy, rules and guidance pertaining to solid waste</p> <p>B. Develop and implement public outreach activities to support solid waste policies and initiative</p> <p>C. Coordinate <i>and assure consistent, timely and technically sound</i> solid waste facility plan review and licensing</p> <p>F. Assist managers with developing training plans for staff</p> <p><i>J. Perform day to day management of program</i></p> <p><i>U. Coordinate cross program activities</i></p>	<p>1. Technical expertise in solid waste and sound understanding of beneficial reuse, recycling and "problem" materials</p> <p>2. Planning and policy development</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p> <p>6. Plan review expertise</p> <p>7. Broad knowledge of social and economic issues</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p> <p>12. Hydrogeologic Expertise</p> <p>14. Working knowledge of innovative initiatives, technologies and strategies</p>
100%	Engineer Technical	<p>A. Develop <i>and maintain</i> policy, rules and guidance pertaining to solid waste</p> <p>B. Develop and implement public outreach activities to support solid waste policies and initiatives</p> <p>C. Coordinate <i>and assure consistent, timely and technically sound</i> solid waste facility plan review and licensing</p> <p>F. Assist managers with developing training plans for staff</p> <p><i>J. Perform day to day management of program</i></p> <p><i>N Address beneficial reuse program requirements in NR 538</i></p> <p><i>U. Coordinate cross program activities</i></p>	<p>1. Technical expertise in solid waste and sound understanding of beneficial reuse, recycling and "problem" materials</p> <p>2. Planning and policy development</p> <p>4. Good communication skills and collaboration skills</p> <p>5. Outreach expertise</p> <p>6. Plan review expertise</p> <p>7. Broad knowledge of social and economic issues</p> <p>9. Advocacy</p> <p>10. Knowledge of enforcement procedures and practices</p>

			11. Engineering Expertise 14. Working knowledge of innovative initiatives, technologies and strategies
100%	Non-landfill Technical	B. Develop and implement public outreach activities to support solid waste policies and initiatives C. Coordinate <i>and assure consistent, timely and technically sound non-landfill submittals</i> F. Assist managers with developing training plans for staff J. Perform day to day management of program U. Coordinate cross program activities W. Implementation of infectious waste program	1. Technical expertise in solid waste and sound understanding of beneficial reuse, recycling and "problem" materials 2. Planning and policy development 4. Good communication skills and collaboration skills 5. Outreach expertise 6. Plan review expertise 7. Broad knowledge of social and economic issues 9. Advocacy 10. Knowledge of enforcement procedures and practices 13. Non-landfill Expertise 14. Working knowledge of innovative initiatives, technologies and strategies

**SCOPE OF SERVICES, FROM APPENDIX H, FINAL REDESIGN REPORT:**

- A. Develop *and maintain* policy, rules and guidance pertaining to solid waste and recycling
- B. Develop and implement public outreach activities to support solid waste and recycling policies and initiative
- C. Coordinate *and assure consistent, timely and technically sound* solid waste facility plan review and licensing, *recycling requirements, non-landfill submittals*
- D. Provide technical assistance and direction to program staff and stakeholders implementing the solid waste and recycling programs
- E. Work with stakeholders to establish "beyond compliance" innovative initiatives, technologies and strategies to more toward the goal of zero waste, *eg Green Tier*.
- F. Assist managers with developing training plans for staff
- G. Arrange for core staff training

**ADDITIONAL SCOPE OF SERVICES RECOMMENDED BUT NOT INCLUDED IN APPENDIX H**

- H. Develop and implement work plan for program and set performance measures and EMS goals
- I. Set and coordinate overall direction of program
- J. Perform day to day management of program

- K. Coordinate and assure consistent, timely and technically sound plan review for landfills*
- L. Coordinate tracking and reporting for recycling/solid waste program*
- M. Evaluate trends and analyze data*
- N. Address beneficial reuse program requirements both in NR 538 and not in NR 538*
- O. Address special waste needs as related to recycling; serve as link to Special Waste team*
- P. Stabilize funding and apply for grants*
- Q. Review secondary enforcement cases (NOVs and referrals) developed by regions*
- R. Assure environmental problems are identified and responded to – develop screen reports identifying possible problem sites*
- S. Update/maintain markets development directory – respond to questions relating to market information*
- T. Set overall program/policy direction*
- U. Coordinate cross program activities*
- V. Develop program culture that embraces innovative initiatives, technologies and strategies*
- W. Implementation of infectious waste program*

### **SKILLS, FROM APPENDIX H**

1. Technical expertise and sound understanding in solid waste, beneficial reuse, recycling and "problem" materials
2. Planning and policy development
3. Rule writing
4. Good communication skills and collaboration skills
5. Outreach expertise
6. Plan review expertise
7. Broad knowledge of social and economic issues
8. Strategic thinking
9. Advocacy
10. Knowledge of enforcement procedures and practices

### **ADDITIONAL SKILLS RECOMMENDED**

- 11. Engineering Expertise*
- 12. Hydrogeologic Expertise*
- 13. Non-landfill Expertise*
- 14. Working knowledge of innovative initiatives, technologies and strategies*

## DATA NEEDS FOR RECYCLING AND SOLID WASTE MANAGEMENT SECTION

Maintain program tracking – FIST and various systems

- Filing

- FID numbers

- Allotments

- Annual relicensing

- Tracking projects

- Workplanning/performance measure goals

Enter and maintain data in databases

- GEMS

- Recycling

- FIST

- SHWIMS

Provide database requests/reports to staff, supervisors and externals

Assure request to improve databases are followed up on

Develop electronic reporting systems

Work with web person to maintain web markets directory data

**WA PROGRAM REDESIGN - ORGANIZATIONAL STRUCTURE IMPLEMENTATION**  
**BUSINESS SUPPORT & IT SECTION STRUCTURE (9.5 FTE includes 0.6 federally funded) - DRAFT 5/2/05**

% FTE	Working Description	Duties ("Scope of Services", Redesign Report)	Knowledge needed ("Skills", Redesign Report)
100%	Chief	<p>A. <i>Provide oversight to</i> development of all performance measures for the program and assure alignment with division and dept goals.</p> <p>D. <i>Provide oversight to</i> development and management of integrated data systems and document management.</p> <p>G. Assist managers with developing performance measures.</p> <p>I. Coordinate regular assessment and reporting of performance.</p> <p>K. Manage grant accounts and program budget.</p> <p>L. Manage work planning and budget-related activities.</p>	<p>III. Knowledge of setting and using PMs.</p> <p>IV. Budget and work planning.</p> <p>V. "Beyond Compliance" (e.g. Green Tier) concepts.</p> <p>VII. Strategic thinking and articulation.</p> <p>VIII. Advocacy.</p> <p>IX. <i>General</i> knowledge of OFR procedures.</p> <p>XII. <i>General knowledge of all WA Sub-Programs.</i></p> <p>XV. <i>Able to clearly explain complex issues.</i></p> <p>XVI. <i>Ability to be objective and professional.</i></p> <p>XVII. <i>Broad knowledge of social and economic issues.</i></p> <p>XVIII. <i>Collaboration, positive problem-solving, coaching and mentoring skills.</i></p>
100%	Database Manager	<p>D. Develop and manage integrated data systems and document management.</p> <p>F. Provide technical IT assistance to program staff.</p> <p>R. <i>Prepare mailings for licensing &amp; facility reporting; modify data systems &amp; instructional materials to reflect changes in data requirements.</i></p>	<p>II. Data base management skills.</p> <p>X. <i>Advanced computer programming skills.</i></p> <p>XII. <i>General knowledge of one or more WA Sub-Programs.</i></p>



		<p><i>S. Ensure data is available for internal &amp; external needs.</i></p> <p><i>W. Ensure quality of incoming data.</i></p>	
100%	Database Manager	<p>D. Develop and manage integrated data systems and document management.</p> <p>F. Provide technical IT assistance to program staff, on RCY database.</p> <p><i>R. Prepare mailings for licensing &amp; facility reporting; modify data systems &amp; instructional materials to reflect changes in data requirements.</i></p> <p><i>S. Ensure data is available for internal &amp; external needs.</i></p> <p><i>W. Ensure quality of incoming data.</i></p>	<p>II. Data base management skills.</p> <p><i>X. Advanced computer programming skills.</i></p> <p><i>XII. General knowledge of one or more WA Sub-Programs.</i></p>
100%	Program Assistant	<p>M. Provide <i>general administrative</i> support to Bureau (ie: order supplies, sort mail, answer phones, typing).</p> <p><i>P. Process incoming data (ie: manifests, GEMS, med. waste reports, RCY reports).</i></p>	
100%	Office Manager	<p>K. Manage grant accounts and program budget.</p> <p>L. Manage work planning and budget-related activities.</p> <p>T. Manage office, administrative and HR support to WaMT and Bureau Supvs.</p>	<p><i>XII. General knowledge of one or more WA Sub-Programs: HW, SW, RCY, Special Waste, Mining.</i></p> <p><i>XIII. Advanced office equipment skills (meeting wizard, conference calling).</i></p> <p><i>XIV. Working knowledge of HR hiring process.</i></p>
50%	Data Technician	<p><i>P. Process incoming data (ie: manifests, GEMS, med. waste reports, RCY reports).</i></p> <p><i>U. Generate reports for internal &amp; external needs.</i></p>	<p>II. Database management skills.</p> <p><i>XII. General knowledge of one or more WA Sub-Programs.</i></p>
75%	Web Master	<p>B. Develop and maintain inter and intra net pages.</p> <p>D. Develop and manage integrated data systems and</p>	<p>I. IT web skills.</p> <p>VI. Publications/editing skills.</p>

		document management.  F. Provide technical IT assistance to program staff.	<i>X. Advanced computer programming skills?</i>  <i>XII. General knowledge of one or more WA Sub-Programs.</i>
75%	OFR Manager	<i>Q. Manage OFR.</i>	IX. Knowledge of OFR procedures.
100%	IT Team Leader	C. <i>Coordinate &amp; participate in</i> development of GIS functionality in program.  D. <i>Coordinate &amp; participate in</i> development and management of integrated data systems and document management.  E. Provide comprehensive data management plan.  F. Provide technical IT assistance to program staff, <b><i>including related data coordinator duties.</i></b>  J. Assist managers with developing information technology plans, <i>including related data coordinator duties.</i>  V. <i>Assist in determining data collection &amp; reporting needs.</i>  Z. Develop electronic reporting systems, & track requests to improve databases; in conjunction with WaMT, determine the top priorities expected to be completed each year.	I. IT web skills.  II. Data base management skills.  VII. Strategic thinking and articulation.  VIII. Advocacy.  <i>X. Advanced computer programming skills?</i>  XI. Knowledge of computer hardware.  <i>XII. General knowledge of one or more WA Sub-Programs.</i>
75%	Budget & Planning Analyst	K. Manage grant accounts and program budget.  L. Manage work planning and budget-related activities.  V. <i>Assist in determining data collection &amp; reporting needs.</i>	III. Knowledge of setting and using performance measures.  IV. Budget and work planning.

75%	Outreach & Comm. Specialist	<p>B. <i>Assist with</i> development and maintenance of inter and intra net pages.</p> <p>N. <i>(In conjunction with the other Sections and Regions, coordinate efforts to)</i>Track “Beyond Compliance” (Green Tier, etc) initiatives in the program.</p> <p>O. <i>(In conjunction with the other Sections and Regions)</i> Coordinate development of and edit program publications and major outreach efforts (Comm. Plan).</p>	<p>III. Knowledge of setting and using PMs.</p> <p>V. “Beyond Compliance” (e.g. Green Tier) concepts.</p> <p>VI. Publications/editing skills.</p> <p>VII. Strategic thinking and articulation.</p> <p>VIII. Advocacy.</p> <p><i>XII. General knowledge of one or more WA Sub-Programs.</i></p>
60%	Federally funded data technician (not DNR employee)	Y. Process incoming data to maintain records for RCRA program sites.	<p>II. Database management skills.</p> <p><i>XII. General knowledge of the HW Sub-Program.</i></p>

**Scope of Services, from Appendix H, Final Redesign Report:**

- A. Develop all performance measures for the program and assure alignment with division and dept goals.
- B. Develop and maintain inter and intra net pages.
- C. Develop GIS functionality in program.
- D. Develop and manage integrated data systems and document management.
- E. Provide comprehensive data management plan.
- F. Provide technical IT assistance to program staff, *including related data coordinator duties.*
- G. Assist managers with developing performance measures. **Recommend this be provided in the other 2 Sections for the Sub-Programs in each Section.**
- H. Small Business assistance and outreach. **Recommend removing this from the BS&IT Section, & don’t include in other CO Sections, either. This is provided by Regions & Business Sector Specialists, which may also need clarification to avoid duplication.**
- I. Coordinate regular assessment and reporting of performance.
- J. Assist managers with developing information technology plans, *including related data coordinator duties.*
- K. Manage grant accounts and program budget.
- L. Manage work planning and budget-related activities.
- M. Provide *general administrative* support to Bureau.
- N. Track “Beyond Compliance” (Green Tier, etc) initiatives in program. **Recommend rewording consistent among all Sections & positions: Develop & support a culture...**
- O. Coordinate development of and edit program publications and major outreach efforts (Communication Plan).

**Additional Scope of Services recommended for the Bureau that are not included in Appendix H:**

- These are included in the draft Business Support & IT Section Structure:
  - P. Process incoming data (ie: manifests, GEMS, med. waste reports, RCY reports).*
  - Q. Manage Owner Financial Responsibility.*
  - R. Prepare mailings for licensing & facility reporting; modify data systems & instructional materials to reflect changes in data requirements.*
  - S. Ensure data is available for internal & external needs.*
  - T. Manage office, administrative and HR support to WaMT and Bureau Supervisors.*
  - U. Generate reports for internal & external needs.*
  - V. Assist in determining data collection & reporting needs.*
  - W. Ensure quality of incoming data.*
  - Y. Process incoming data to maintain records for RCRA program sites.*
  - Z. Develop electronic reporting systems, & track requests to improve databases; in conjunction with WaMT, determine the top priorities expected to be completed each year.*
- This is recommended for inclusion under the HW & SW / RCY Sections, & is not included in the draft Business Support & IT Section Structure:
  - X. Coordinate Consistency Issues for the Section's Sub-Programs.*

**Skills, from Appendix H, Final Redesign Report:**

- I. IT web skills.
- II. Data base management skills.
- III. Knowledge of setting and using Performance measures.
- IV. Budget and work planning.
- V. "Beyond Compliance" (e.g. Green Tier) concepts.
- VI. Publications/editing skills.
- VII. Strategic thinking and articulation.
- VIII. Advocacy.
- IX. Knowledge of Owner Financial Responsibility procedures.

**Additional Skills recommended for Business Support & IT Section that are not included in Appendix H:**

- X. Advanced computer programming skills.*
- XI. Knowledge of computer hardware.*
- XII. General knowledge of one or more WA Sub-Programs.*
- XIII. Advanced office equipment skills (meeting wizard, conference calling).*
- XIV. Working knowledge of HR hiring process.*
- XV. Ability to clearly explain complex issues.*
- XVI. Ability to be objective and professional.*
- XVII. Broad knowledge of social and economic issues.*
- XVIII. Collaboration, positive problem-solving, coaching and mentoring skills.*

The Business Support & IT Section structure includes support for all of the following data systems & activities:

- Initial licensing & annual renewals
- Workplanning
- Performance measure goals
- GEMS
- Recycling
- Recycling Markets Directory
- FID numbers
- Budgeting, including allotments
- SHWIMS
- Provide database requests//reports to staff, supervisors and externals.

But, doesn't address these tasks:

- Maintain FIST
- Filing

**Final Report  
Feb 2005**

